

EXHIBIT 25

PUBLIC VERSION

Google Compensation Overview

Understanding and Selling Google Compensation

Agenda

- Introduction
- Google's Compensation Philosophy
- The Elements of New Hire Compensation
- Proposing New Hire Compensation
- How to Sell Compensation Packages to Candidates
- Questions

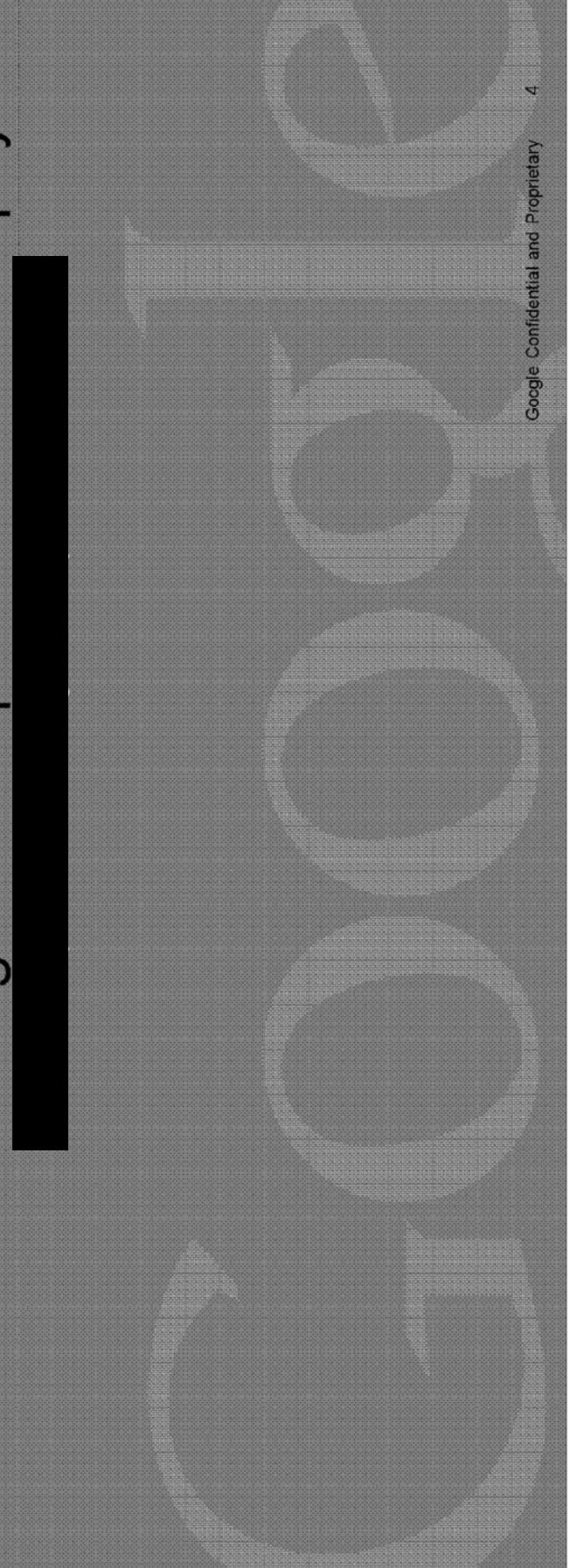
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Introduction



- The goal is to better understand:
 - Google's compensation philosophy and how it maps to proposed compensation for new hires
 - The elements of new hire compensation
 - The Compensation team's involvement in the hiring/offer review process
 - What compensation-related questions to ask candidates
 - How to sell compensation packages to candidates
 - Compensation tools

Google's Compensation Philosophy

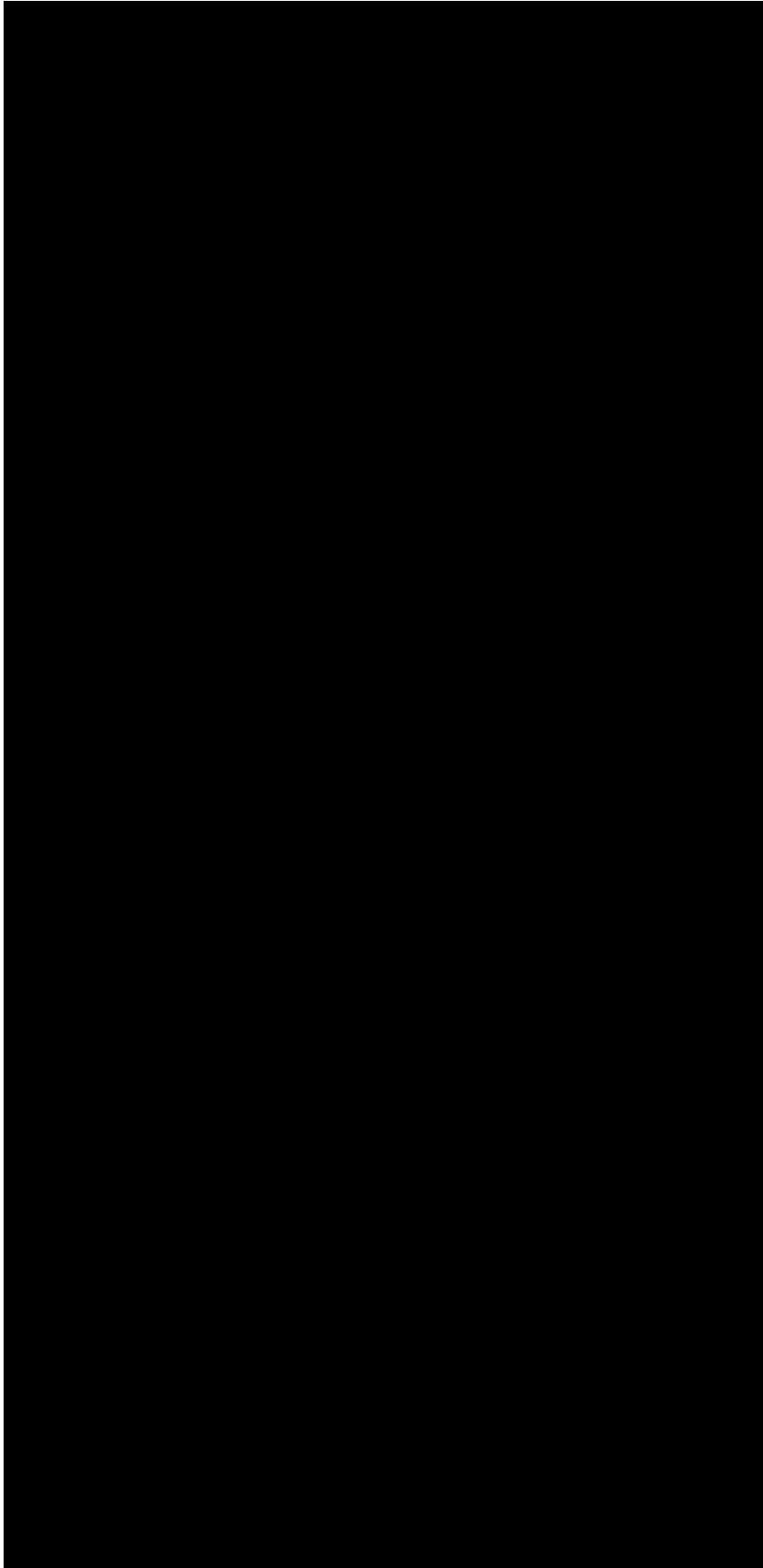


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Google's Compensation Philosophy

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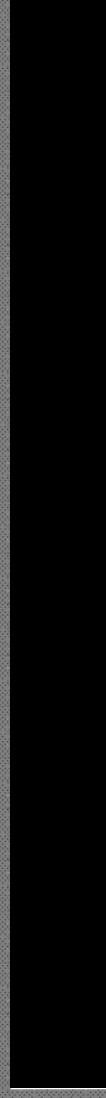
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Evolution of Google's Pay Mix

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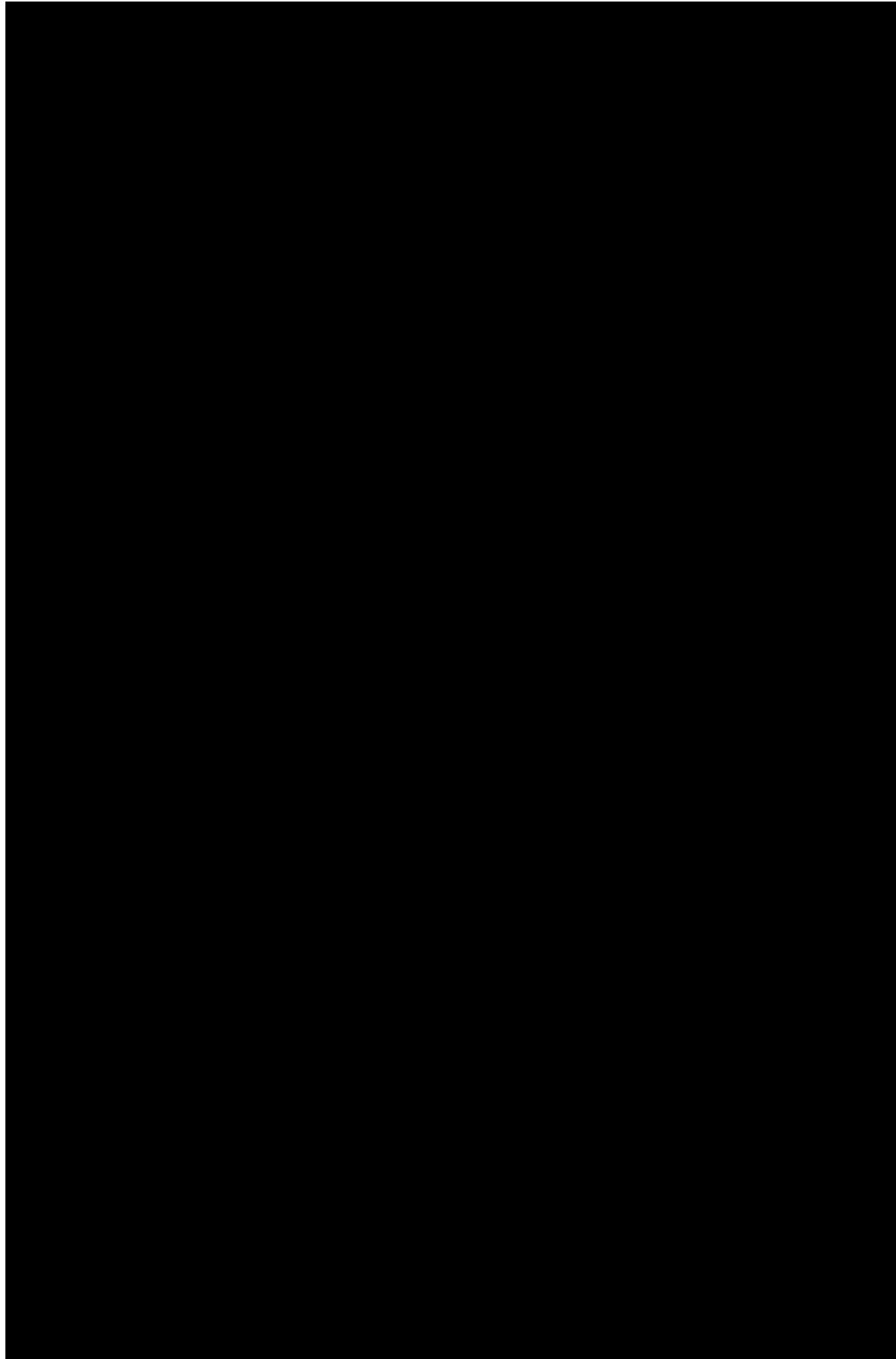
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Elements of New Hire Compensation



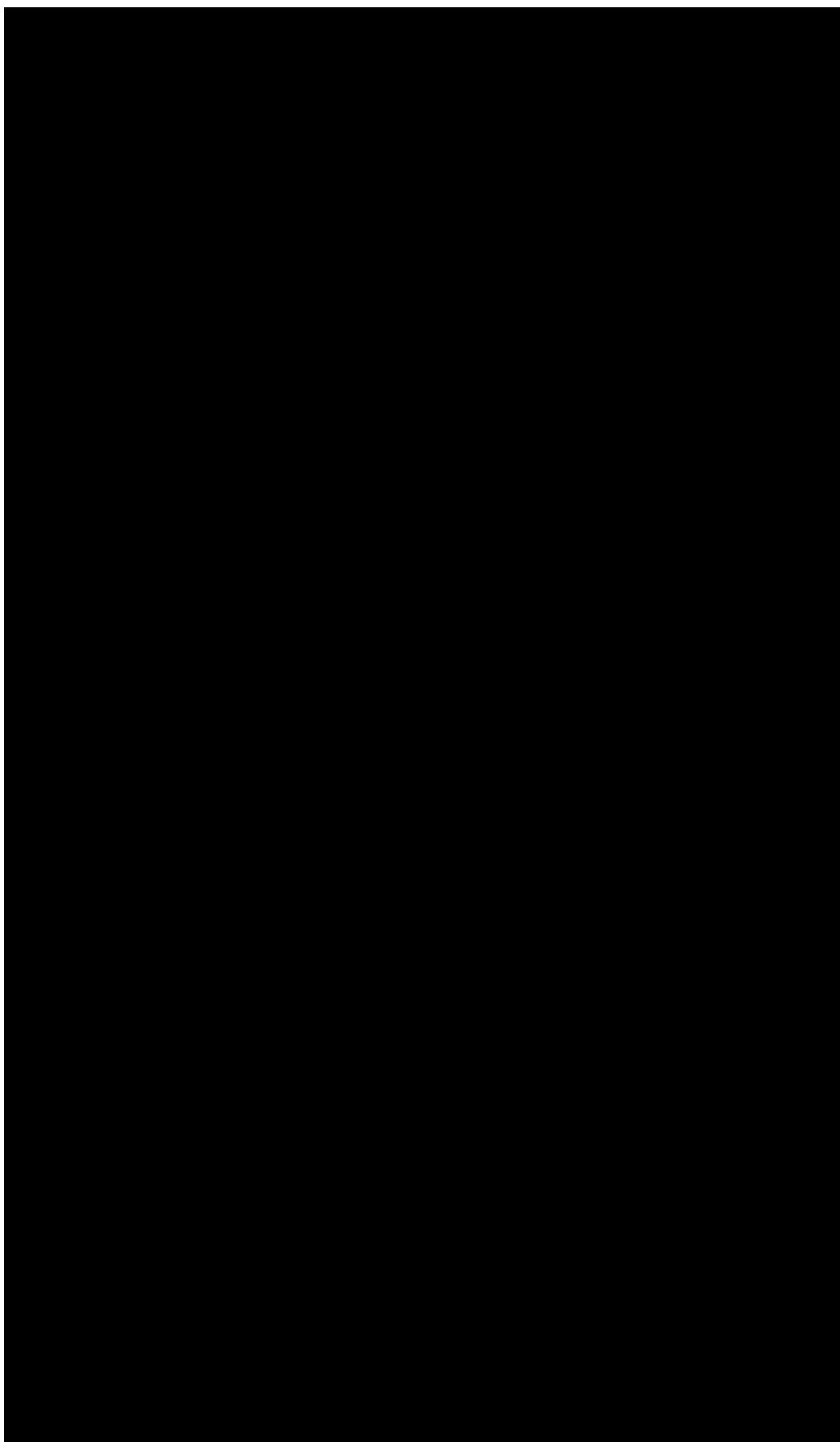
Base Pay

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Company Bonus Plan

Google



(Percentages shown reflect percent of salary)

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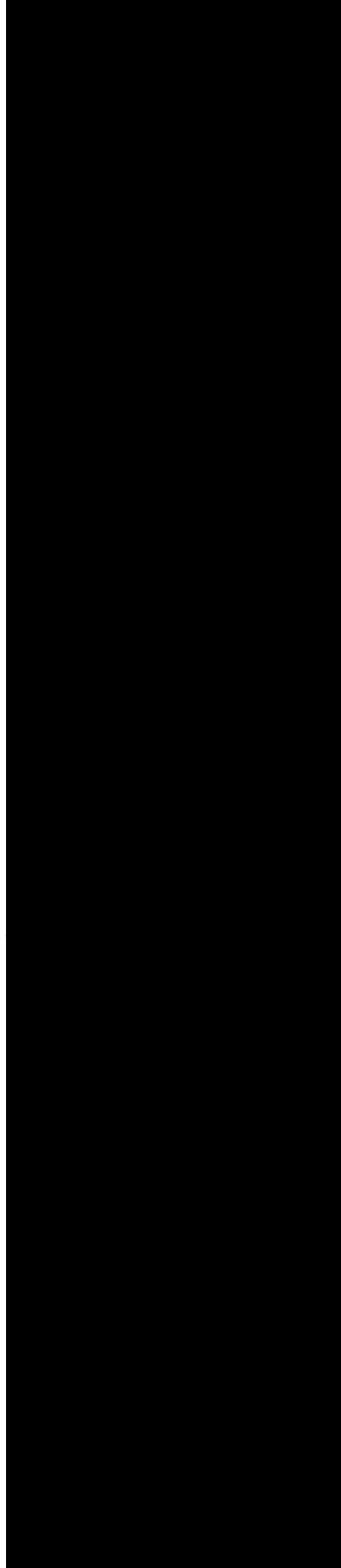
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Company Bonus Plan

Bonus Program Schedule and Payouts

Google

Eligibility

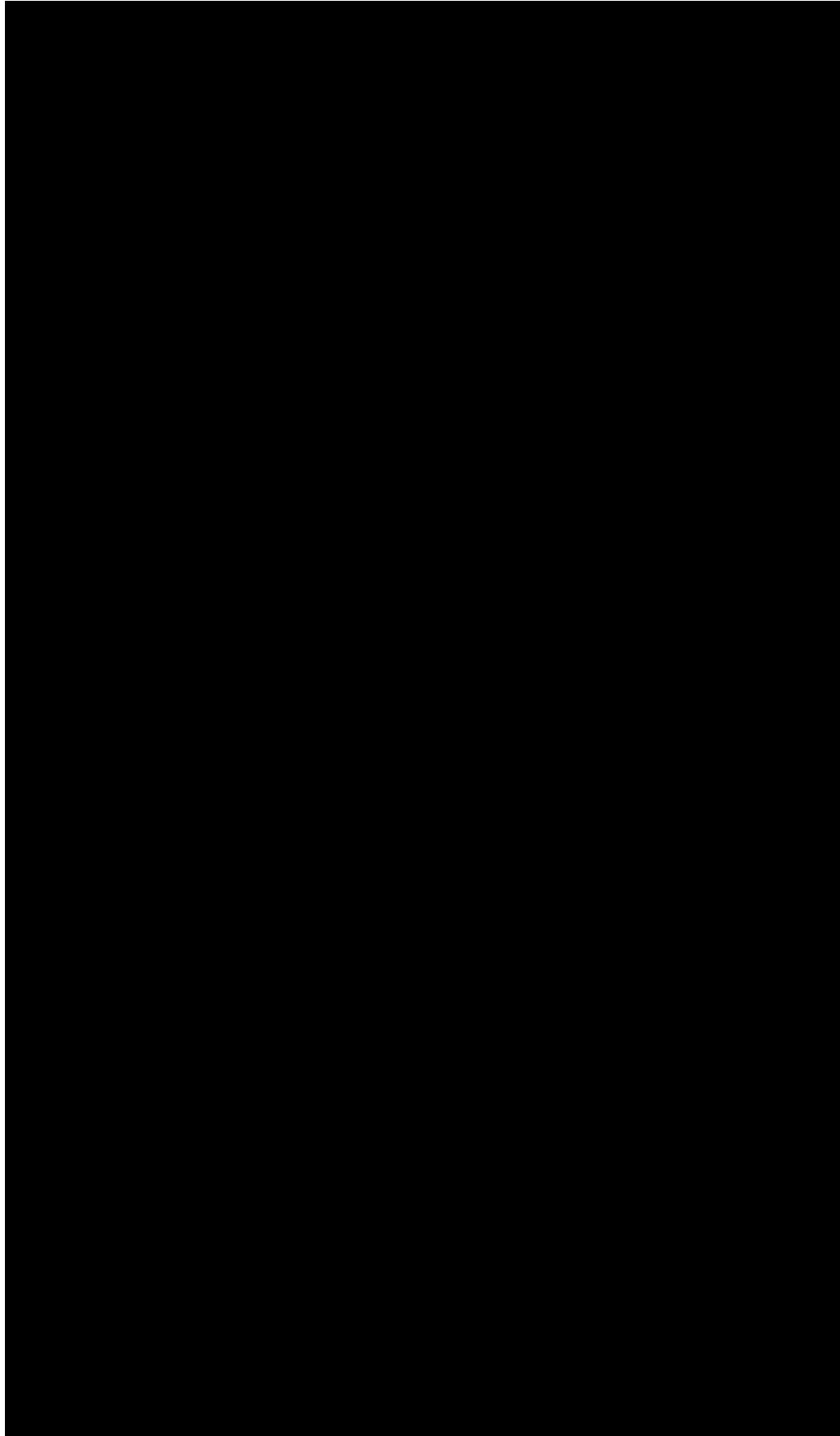


Payout



Sales Incentive Program

Google

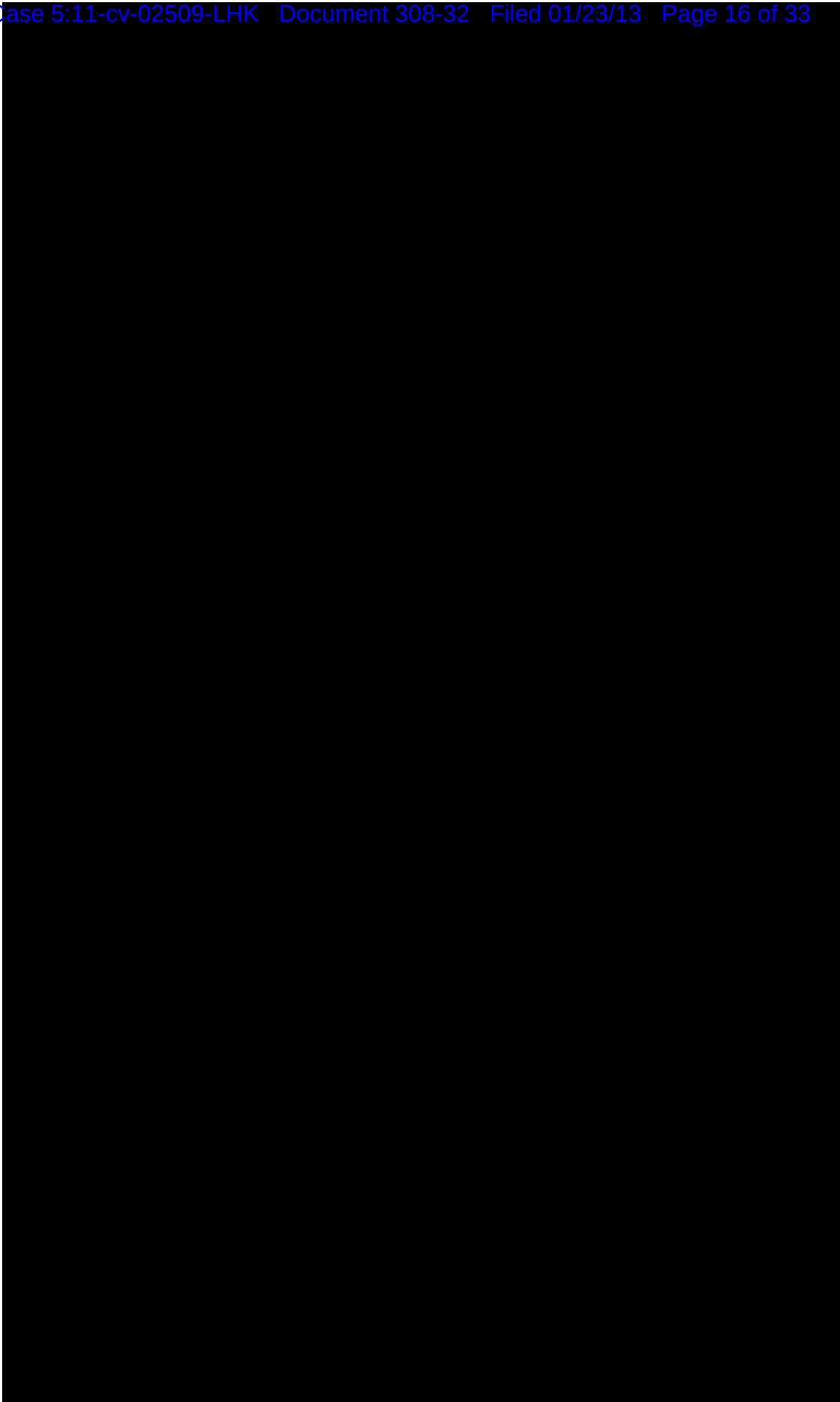


(Percentages shown reflect percent of salary)

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Sales Incentive Program

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Equity Compensation

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We grant equity to [REDACTED]

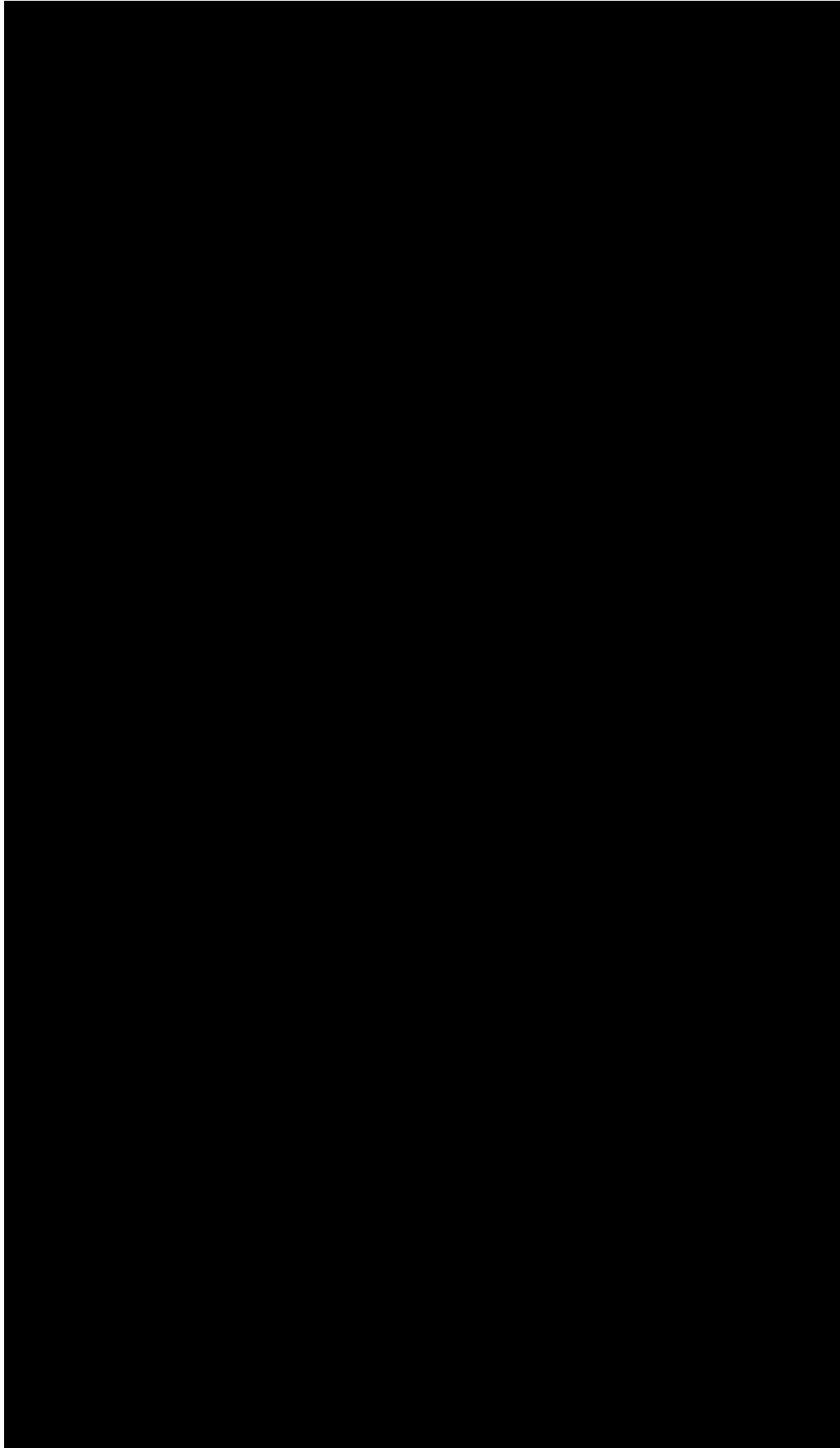


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Google Stock Units (GSUs)

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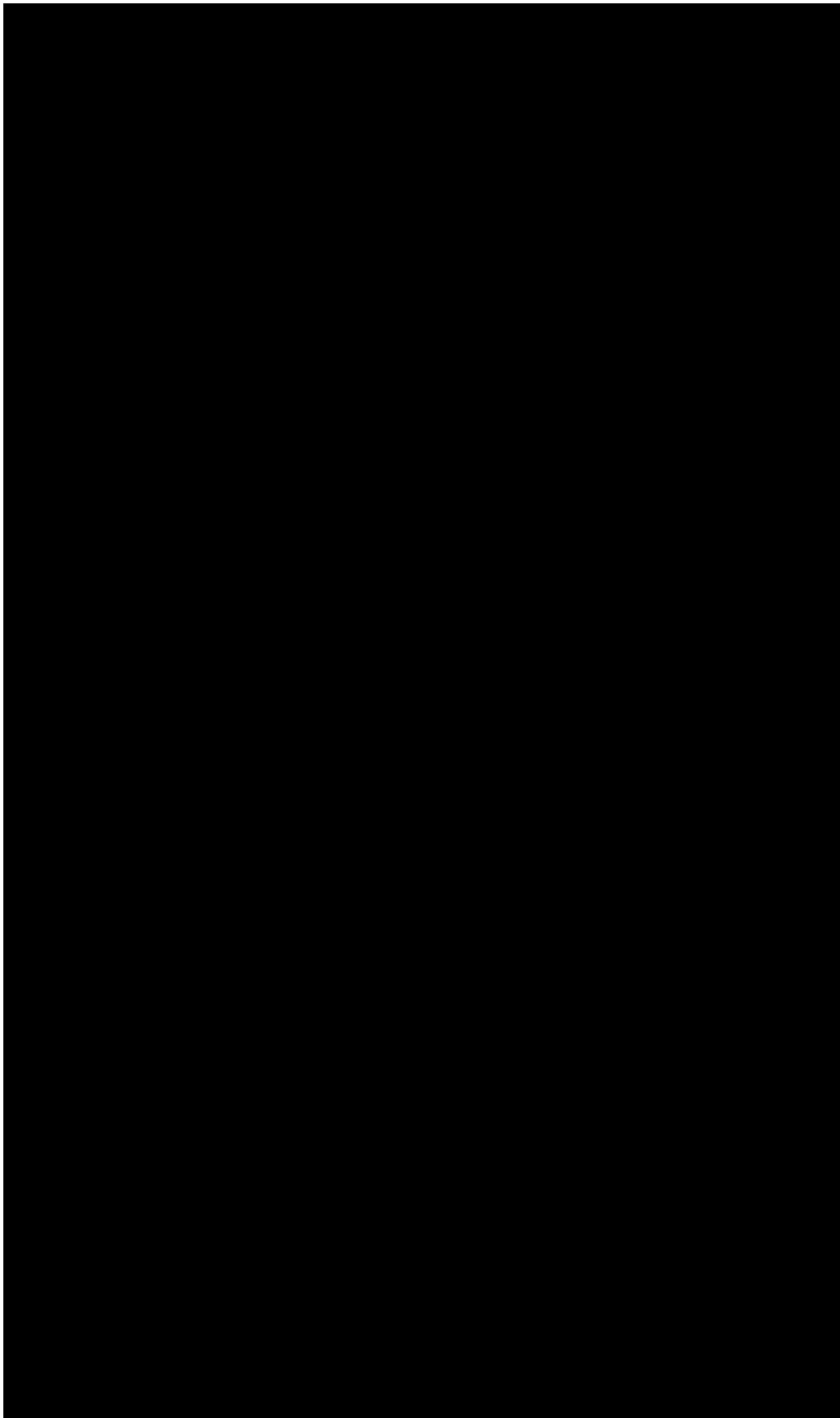


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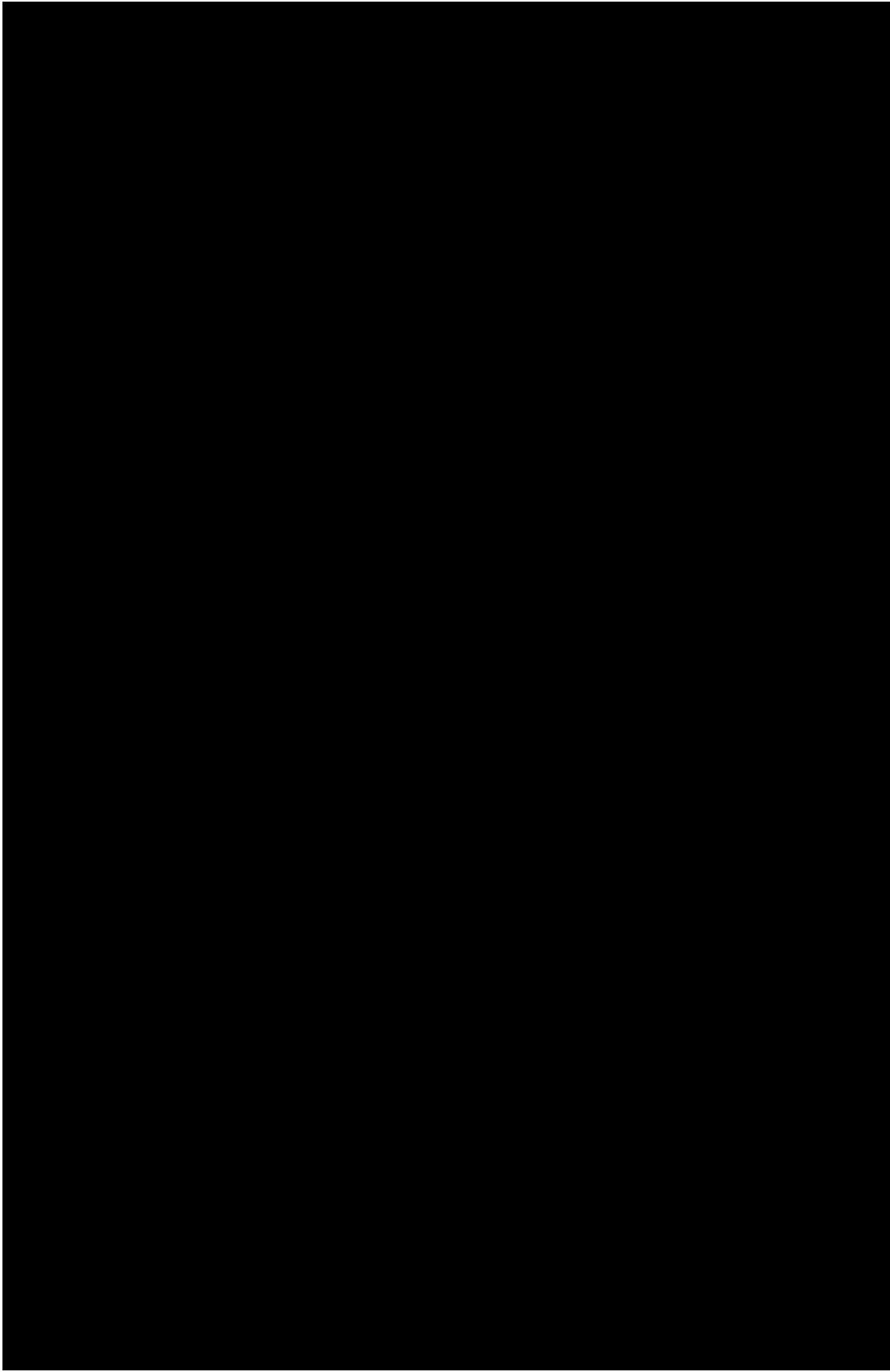


Proposing New Hire Compensation



How Comp Review Fits In

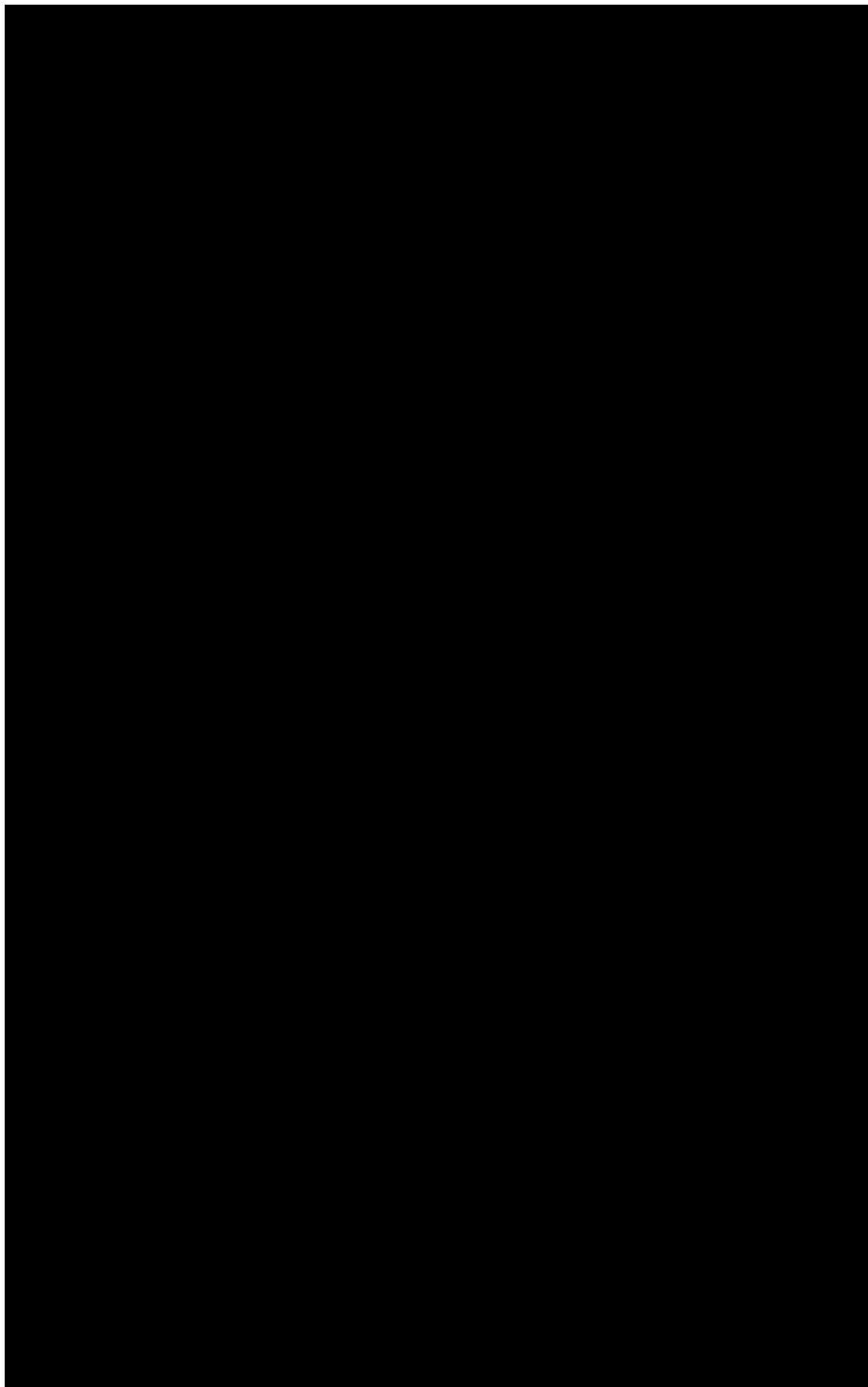
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The Hiring Process

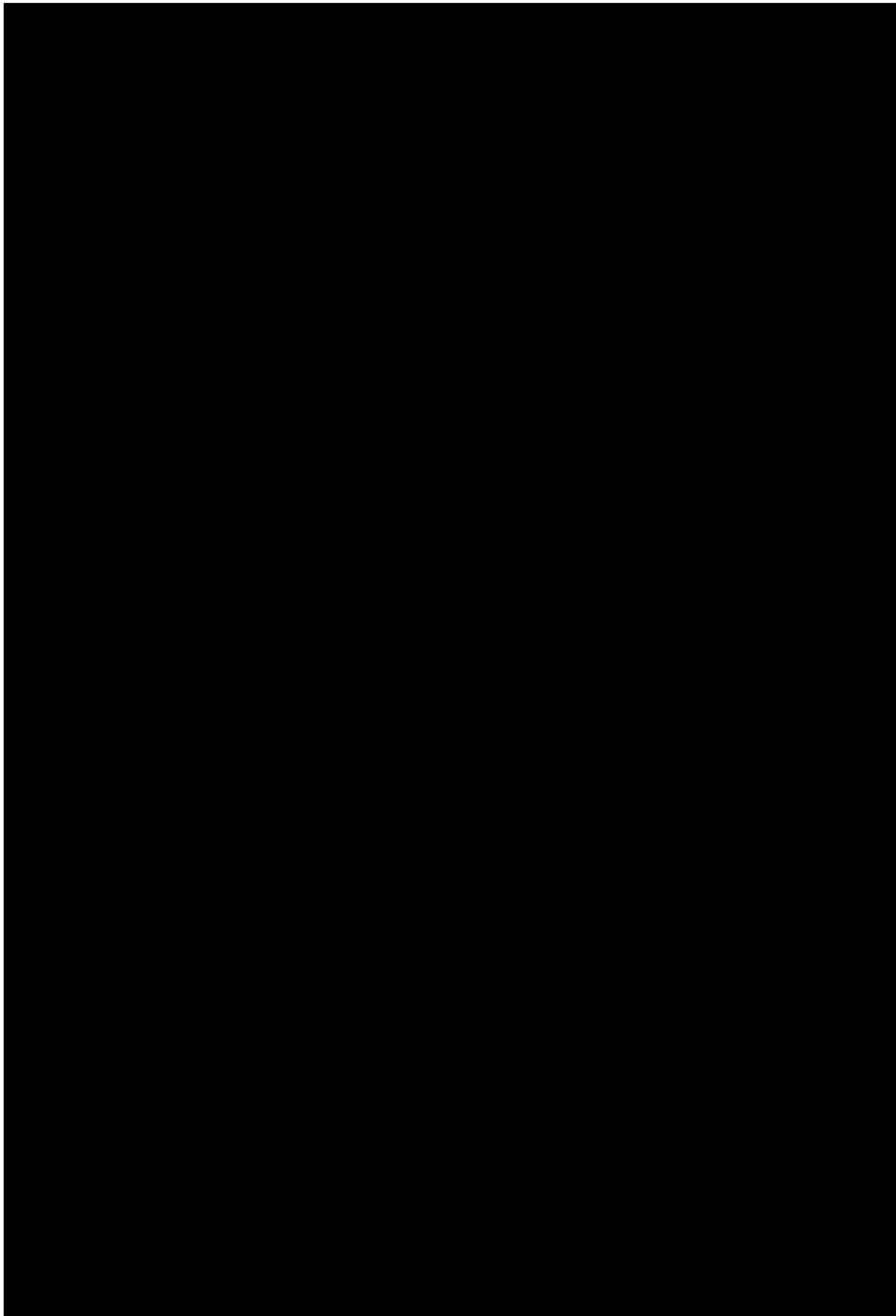
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Selling Google Comp

Talking about Compensation



- For HR professionals, compensation is analytical; for many candidates, it's emotional
- Many candidates are fixated on base salary, viewing this as the only compensation element indicative of responsibility level, and accordingly may use base salary to chart progress in their careers
- It's important that candidates take into account the total compensation package and are also made aware of how Google pays relative to the market



- Some candidates express risk-aversion, claiming that they can't rely on variable compensation elements



- We've found that a few candidates tend embellish their current compensation figures

Answering Candidates' Questions



- Q: "Why am I taking a cut in base pay to come to Google?"

- Q: "Why should I value the equity when the stock price keeps falling?"

- Q: "My company offers a refresher program. What does Google offer and what can I expect?"

- Q: "Why is Google's refresher in options and not GSUs?"

- Q: "I'm expecting a 4% salary increase at the end of the year. What type of increase can I expect at Google?"

Answering Candidates' Questions (cont.)

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- Q: "Compared to my current company,

- Q: "I feel like the only thing I can count on is base salary/

- Q: "I'm working at a pre-IPO startup,

- Q: "If I take this offer, I'll be relocating to an area with a higher cost of living. It looks like my offer doesn't take this into account."

Tools and Resources

Google

- Only available to Leads
- Access at [REDACTED]

- Available to Recruiters
- Access at [REDACTED]

Lead Recruiter Section on Staffing Web Page

- Links to new hire offer ranges
- Link to [REDACTED]
- Link to equity guidelines
- Access [here](#)

Compensation section on Recruiter Staffing Web Page

- List of active job codes
- [REDACTED]
- Internal transfer policy
- [REDACTED]
- Relocation guidelines (US)

Compensation webpage for Employees

- Go/compensation

Q&A